UNITED NATIONS

General Assembly

FORTY-NINTH SESSION

Official Records

FIFTH COMMITTEE
28th meeting
held on
Monday, 5 December 1994
at 10 a.m.
New York

SUMMARY RECORD OF THE 28th MEETING

Chairman: Mr. TEIRLINCK (Belgium)

later: Mr. BARIMANI (Islamic Republic of Iran)
(Vice-Chairman)

Chairman of the Advisory Committee on Administrative and Budgetary Questions: Mr. MSELLE

CONTENTS

AGENDA ITEM 108: PROGRAMME PLANNING (continued)

AGENDA ITEM 105: REVIEW OF THE EFFICIENCY OF THE ADMINISTRATIVE AND FINANCIAL FUNCTIONING OF THE UNITED NATIONS (continued)

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Distr. GENERAL
A/C.5/49/SR.28
16 December 1994

ORIGINAL: ENGLISH

94-82641 (E)

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The meeting was called to order at 10.35 a.m.

AGENDA ITEM 108: PROGRAMME PLANNING (continued) (A/49/6, A/49/16 (Parts I and II), A/49/99 and Add.1, A/49/135 and Add.1, A/49/301 and A/49/310; A/C.5/49/27 and Add.1; E/1994/4 and E/1994/19)

1. Mr. LONDOÑO (Colombia) said that programming, implementation and oversight were essential elements in the planning process and that it was important to maintain a balance between policy and operational planning. The effectiveness of policy planning depended largely on the faithfulness of programme implementation. Discrepancies undermined both legislative mandates and the democratic nature of the planning process, ultimately diminishing the Organization's efficiency. Operational planning represented the Organization's actual capacity to implement policy planning.

2. The medium-term plan was the strategic document of the Organization which provided a balance between policy and operational planning. In the new format of the plan, the perspective would identify the principal problems and trends and establish a framework for the Organization's activities. Capacity to act was directly linked to the prevailing management culture. The introduction of the new format would have an impact on restructuring, which should be subject to periodic revision to reflect the changing needs of the international community. The review of the programmes contained in the medium-term plan should take place subsequent to an analysis of the implications for organizational structures and an in-depth discussion of the perspective.

3. The Secretary-General's report on programme performance for the biennium 1992-1993 (A/49/135 and Add.1) introduced a number of innovations in terms of format. However, the standardized presentation of programmes represented a simplification which was open to differing interpretations in terms of both the results obtained and the conclusions derived on the basis of the level of implementation. The overall level of implementation of 73.8 per cent for 1992-1993, for example, might vary if adjusted for expenditure. The same was true of professional work-months, which included consultants. Consideration of expenditure would also affect the distribution of the Organization's activities by category, and it was not possible to conclude categorically that 62 per cent of the total work-months utilized had been committed to the implementation of activities that generated final outputs.

4. The fact that almost 1,600 programmes had been postponed or terminated had had an impact on the sensitive areas of economic and social activities. Since there appeared to have been some organizational difficulties in that regard, his delegation looked forward to the results of the inspection reviews referred to in paragraph 36 of the report (A/49/135). He agreed that the lack of qualitative assessment was one of the problems in programme performance reporting, and he looked forward to the introduction of monitoring and self-evaluation with a view to the improvement of programme performance.

5. The new system of accountability and responsibility would provide a basis for the successful attainment of established goals and objectives. Notwithstanding the difficulties faced by the Organization, changes in the various planning phases would enable new challenges to be met. The interrelationship and synchronization of the three planning phases should be viewed as a priority task and as a prerequisite for success.

6. Mr. TOMMO MONTHE (Cameroon) said that the report on programme performance for the biennium 1992-1993 (A/49/135 and Add.1) indicated that the implementation rate for high-priority subprogrammes was below 70 per cent in certain economic and social development sectors. Several programmes had been affected by the restructuring of the Secretariat and, in some cases, new programmes had been initiated in response to developments and resources had had to be allocated to them, at times without the approval of legislative bodies. Future reports should emphasize a monitoring approach focusing on both results and problems. In that connection, his delegation endorsed recommendation 3, on performance evaluation, in the report on strengthening the role of evaluation findings in programme design, delivery and policy directives (A/49/99).

7. With regard to the report of the Committee for Programme and Coordination (CPC), he said it was extremely difficult for the Fifth Committee to make firm recommendations to the General Assembly in the absence of the views of the Advisory Committee on Administrative and Budgetary Questions (ACABQ). Moreover, the responses to the invitation to the Chairmen of the Main Committees to comment on the proposed revisions to the medium-term plan had not been very helpful. For example, the Fourth Committee had made no comments whatsoever, either through a failure to appreciate the importance of the issue or as a result of the absence of appropriate technical advice. The First and Sixth Committees had claimed that no revisions had been proposed to programmes relevant to their work, a statement which, at least in the case of the Sixth Committee, was somewhat surprising. Even in the case of the Second and Third Committees and the General Assembly itself, the replies received seemed to express the views of groups of delegations rather than of the organs as a whole, so that they were somewhat contradictory. It appeared that the responsibility for reaching a consensus was being left to the Fifth Committee, whose real responsibility was, rather, to draft the overall resolution on the medium-term plan, taking due account of the views of the other Main Committees.

8. It seemed that an effort needed to be made to ensure a better understanding of the planning process. In that regard, the report on the prototype of a new format of the medium-term plan (A/49/301) was timely. The new format proposed a perspective, covering a period of four to six years, and a programme framework. The administrative structure would reflect programmes. Once again, the views of the Advisory Committee were necessary, particularly since the proposals affected the administrative structure of the Secretariat. In any event, while administrative structures might well be made to coincide with programmes, that should not be done at any cost. In the case of programme 45, for example, it had been proposed that its content should be divided among programmes 5, 12 and 22, in other words among different administrative units. Whatever the administrative structure, his delegation wished to stress that the programme

must remain intact with all its constituent elements. As stated in regulation 3.6 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, the plan should be presented by programme and objective, and not by organizational unit.

9. As for the new planning time-frame, the United Nations should think in terms of a perspective covering the period to the year 2000 or 2006, taking into account the planning cycles of other organizations of the system. The prototype of the new format should look ahead, identify the principal obstacles, suggest solutions and assign appropriate responsibilities. There should, of course, be an appropriate input by the Administrative Committee on Coordination (ACC).

10. His delegation endorsed a four-year time-frame for the programme framework, and agreed with CPC that annexes I and II to the prototype were for illustrative purposes only. In particular the model presented in annex I suffered from the defects criticized in the existing plan, namely, a lack of precision. The Secretariat should make an effort to correct that problem.

11. With regard to the proposed programme budget outline for the biennium 1996-1997 (A/49/310), he said that, pending the Advisory Committee's views he would make only provisional comments. His delegation endorsed most of the views of CPC, particularly those set out in paragraph 137 (b) of its report (A/49/16 (Part II)), regarding the preliminary estimate of resources, and in paragraph 138, regarding growth. His delegation also took note of the proposal regarding the size of the Contingency Fund. Notwithstanding the difficulties involved in interpreting some elements of the new budgetary process introduced pursuant to General Assembly resolution 41/213, efforts to refine the process must continue.

12. Lastly, he noted the improvement in the annual overview report of ACC (E/1994/19). It would, however, be useful if ACC would highlight the questions and the analyses of specific proposals in respect of which the executive heads would wish to have recommendations from States. He welcomed the emphasis placed in the report on current substantive issues in the economic and social spheres and asked whether the joint CPC/ACC meetings were still in progress, since they were no longer held at a high level.

13. Mr. BIRENBAUM (United States of America) said that his delegation welcomed the new and more concise format of the medium-term plan, which was the essential strategy document for the United Nations. Not only would it chart the course to be followed during a four-year period, but it would also serve as a direct link to the programme budget which implemented the strategic plan. Every Secretariat department would be able to turn to one place for the objectives and mandates which were the source of its authority, and it would be very clear to Member States exactly what was expected of every department. That, in turn, should lead to enhanced accountability. The new format would thus provide critical underpinning for the improved system of responsibility and accountability.

14. The medium-term plan must be a dynamic policy document reflecting evolving priorities. Establishing the perspective for a four-year rather than the current six-year period, would help to ensure that it was more in tune with current thinking. The programme framework would take its cue from the overall perspective and, by reviewing that framework every two years, during off-budget years, the membership should be able to ensure that it reflected current priorities, which, in turn, should be reflected in the following biennial budget request.

15. He commended the Secretariat for the concise and clear proposed programme budget outline for the biennium 1996-1997 (A/49/310), and welcomed the overall budget ceiling of $2,574 million. It was the first time that the Secretary-General had presented a budget outline which proposed to do more with less. Member States were acutely aware of national budgetary constraints, and the Organization must make a serious effort to live within similar constraints. His delegation also endorsed the proposed priorities, particularly with regard to human rights and humanitarian affairs, and the proposal for the strengthening of the internal oversight functions. He welcomed the indication that economies in the order of $15 million would not appear unrealistic, and hoped that further economies would be realized as a result of management improvements. Further redeployment should take place in the budget for the biennium 1996-1997 to take account of such priority areas as human rights, humanitarian affairs and the Office for Inspections and Investigations.

16. Lastly, his delegation supported the proposed revisions to the medium-term plan, specifically those relating to programme 35, on the promotion and protection of human rights. He regretted that the views of his delegation, which had been transmitted to the Chairman of the Third Committee, had not been reproduced in document A/C.5/49/27/Add.1.

17. Mr. ETUKET (Uganda), referring to the prototype of a new format of the medium-term plan (A/49/301), said that his delegation supported the Secretary-General's proposal that the perspective should indicate broad priority areas, but added that it should also highlight existing problems. In that connection, his delegation endorsed the conclusions and recommendations of the Committee for Programme and Coordination contained in paragraph 111 of its report (A/49/16, (Part II)) concerning the structure and content of the perspective. In his delegation's view, the United Nations should continue to be seized of existing problems until they were resolved, as had occurred with apartheid. On the subject of the programme framework for the medium-term plan, his delegation was in favour of continuing the current practice of identifying priorities at the subprogramme level. It also endorsed the observation of CPC in paragraph 112 of its report with regard to the need to ensure delivery of all mandated activities; accordingly, it endorsed the view of CPC that annexes I and II to document A/49/301 should be regarded as being for illustrative purposes only. It also agreed with the delegation of Cameroon concerning the need to maintain the structure and content of programme 45.

18. With reference to the proposed programme budget outline for the biennium 1996-1997, his delegation emphasized the need to adhere to the letter and spirit

of General Assembly resolution 41/213 in general, and annex I, section A, in particular. As for the outline and its content, his delegation fully concurred with the recommendation of CPC in paragraph 137 of its report, which listed the elements to be taken into account by the General Assembly in taking a decision on the Secretary-General's proposals. Noting the anticipated negative growth rate of 3.2 per cent of the preliminary estimate as compared to the projected revised estimate for the biennium 1994-1995, his delegation urged the Secretariat, in making proposals on the draft programme budget for the biennium 1996-1997 to ensure that development programmes, more particularly those relating to Africa and the least developed countries, were not adversely affected by the projected reduction in resources. Accordingly, the breakdown of resources by major programmes contained in the annex to document A/49/310 should be considered as purely illustrative.

19. With regard to coordination questions, his delegation expressed its appreciation for the revised System-wide Plan of Action for African Economic Recovery and Development, which should provide a more proactive framework for the coordination of activities on African development throughout the United Nations system. While welcoming the proposal in the Plan that priority should be given to economic diversification and regional integration in Africa, his delegation would have liked to see external indebtedness included in the list of priorities. The allocation of additional resources to Africa in the implementation of the Plan by the various entities of the United Nations system and in the framework of bilateral cooperation remained essential.

20. In conclusion, he said that, like the delegation of Cameroon, his delegation was disappointed by the nature and scope of the responses received from the other Main Committees. It was to be hoped that the Fifth Committee would be able to recommend agreed revisions to the General Assembly, rather than the opinions of individual delegations or groups of delegations on the proposed revisions to the medium-term plan. His delegation was willing to cooperate in any endeavour to reach such a consensus.

21. Mr. MIR MOHAMMAD (Islamic Republic of Iran) drew attention to regulation 3.11 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, which provided that the medium-term plan should be revised as necessary every two years to incorporate required programme changes and that the proposed revisions should be as detailed as required to incorporate the programme implications of the resolutions and decisions adopted by the intergovernmental organs or international conferences since the adoption of the plan. Since the medium-term plan was a basic instrument of the Organization, its contents were of great interest to Member States and it was essential that the revisions to the programmes should be in accordance with the wishes of the Member States.

22. His delegation noted that some of the proposed revisions did not adequately take into account all the legislative mandates contained in the relevant resolutions and decisions. For example, the proposed revisions to programme 35 were not an adequate reflection of guidelines and priorities agreed to in the

Vienna Declaration and Programme of Action; they did not take into account the interests of all Member States and they deviated from the consensus represented by the Vienna Declaration. Moreover, owing to time constraints, the document had not been subjected to a thorough study in the Third Committee and, because of the deviations from the Vienna Declaration, neither CPC nor the Third Committee had been able to endorse the proposed revisions. Accordingly, his delegation felt that the Fifth Committee should not take action on the document. His delegation was particularly concerned that the balance in the Vienna Declaration between the necessity of implementing all aspects of human rights and the priority of the right to development had not been reflected. The resources for human rights programmes should not be utilized at the cost of resources for development, and the restructuring of the Secretariat should not jeopardize mandated programmes and activities.

23. Finally, his delegation reaffirmed that it could not support the transfer of the Electoral Assistance Division to the Department of Peace-keeping Operations; it could see no justification for such a transfer.

24. Mrs. GOICOCHEA (Cuba) said that, as at previous sessions of the General Assembly, the Committee had not been able to review the various revised programmes individually. Her delegation hoped that the Secretariat would make the necessary arrangements for such a review to be made at future sessions.

25. Her delegation fully endorsed the views expressed by the representative of Cameroon concerning the difficulties faced by the Committee in taking a position on programmes that had been discussed in other Main Committees. It also endorsed his remarks regarding the Secretariat's proposal to link Secretariat structures directly with programmes.

26. Referring to programme 12, she said that her delegation wondered why no specific proposals had been made to apply the relevant General Assembly resolutions concerning economic coercive measures. There was a legislative basis for making such proposals and her delegation regarded their omission by the Secretariat as a serious matter. With reference to subprogramme 5 of programme 12, she pointed out that the approval of the subprogramme would be subject to the provisions of resolution 48/228 and the recommendations of CPC.

27. She noted that CPC had been unable to make a recommendation with regard to programme 21 and that, in paragraph 23 (b) and (c) of General Assembly resolution 48/228, the Secretariat had been requested to reformulate certain activities, in particular those relating to public administration and finance. Instead of doing so, however, the Secretariat had submitted a series of proposals under subprogrammes 1 and 2 of programme 21 for which there was no legislative mandate. She noted that, during the discussion in CPC, the Secretariat had drawn attention to decision 1994/296 of the Economic and Social Council in which the Council had taken note of a number of documents, including the report of the Secretary-General on the Eleventh Meeting of Experts on the United Nations Programme in Public Administration and Finance (E/1994/56) which contained substantive proposals relevant to programme 21. Her delegation felt that those proposals should be discussed in detail by the Second Committee.

28. With reference to programme 35, she said that it clearly exemplified the Secretariat's practice of including proposals for which there was no mandate and of selectively interpreting mandates approved by Member States. As the delegations of the Islamic Republic of Iran and China had said, programme 35 constituted a total revision of what had been decided at the World Conference on Human Rights. Her delegation's comments on that programme were set forth in appendix III to document A/C.5/49/27/Add.1 and she asked the Secretariat to explain why those comments had been either ignored or reinterpreted. When the Secretariat came to reformulate the programme, it should include, in particular, the new paragraphs under paragraph 35.15 requested by Cuba concerning the adoption of specific measures to combat new forms of racism and racial discrimination, xenophobia and related intolerance, and ways and means of promoting and protecting the rights of the child. She also asked the Secretariat to ensure that references to fact-finding missions specified that such missions were "mandated", in accordance with General Assembly resolution 48/228, paragraph 22 (d).

29. Ms. STAMATOPOLOU-ROBBINS (Centre for Human Rights), responding to the comments made by delegations, said that the approach used by the Secretariat in preparing the proposed revisions to the medium-term plan had been to give a programmatic aspect to the Vienna Declaration and Programme of Action, which the Secretariat had no intention - or mandate - to change. The references in document A/49/6 (Prog. 35) to the Vienna Declaration and Programme of Action were not intended to reproduce the text verbatim but to summarize its ideas.

30. Since all the parts of the Vienna Declaration were interconnected, the Declaration should be read as a whole in conjunction with resolution 48/141, whereby the General Assembly had created the post of the High Commissioner for Human Rights, and other relevant resolutions, and with the practice of human rights bodies. The proposed subprogramme structure was based on the organizational structure of the Centre for Human Rights, which had been changed from three to five branches in July 1993. Five subprogrammes corresponded to the mandates requested by legislative organs and were carried out by the five branches, while the new subprogramme 1 was consistent with the Vienna Declaration and Programme of Action and with resolution 48/141, which emphasized coordination.

31. Subprogramme 1, international cooperation for human rights, was a priority of the High Commissioner's own action. In his first report to the General Assembly (A/49/36), the High Commissioner had indicated the steps he was taking to discharge his functions. At the most recent session of ACC in April 1994, human rights had been on the agenda for the first time ever and the session had concluded by affirming the commitment of all the organizations to the implementation of the Vienna Declaration and Programme of Action. In August 1994, the High Commissioner had begun a dialogue with all the heads of agencies and programmes of the United Nations system on the recommendations made by ACC with regard to human rights.

32. The High Commissioner had stressed the importance of the preventive role which he intended to play in relation to human rights, in accordance with his

mandate. He had attempted to play such a role in Burundi and the High Commissioner's office in Bujumbura was putting the preventive approach into action through a programme comprising training and educational activities, advisory services, human rights fellowships, human rights documentation, promotional activities for a human rights culture, support for the Centre for Human Rights in Bujumbura, and assistance to the human rights promotional activities of national non-governmental organizations involved in human rights. With regard to peace-keeping and post-conflict peace building, to which some delegations had referred, she said that part II, paragraph 97, of the Vienna Declaration and Programme of Action specifically referred to peace-keeping. Moreover, it had been the practice of the Commission on Human Rights to offer technical assistance and advisory services to countries emerging from conflicts. That had been done in Cambodia and El Salvador and programmes were due to start shortly in Rwanda and in parts of the former Yugoslavia. Moreover, part I, paragraph 6, of the Vienna Declaration and Programme of Action provided the framework for the role of human rights in peace-building.

33. Referring to the right to development, she said that subprogrammes 2, 5 and 6 dealt with that right, each from a different point of view. Moreover, the High Commissioner for Human Rights was specifically charged with promoting and protecting the realization of the right to development. In addition, the proposed subprogramme 1, relating to coordination, would also deal with the right to development. The various activities within the United Nations human rights programme regarding the right to development included those of the Working Group on the Right to Development of the Commission on Human Rights, which was charged with the formulation of comprehensive and effective measures to eliminate obstacles to the implementation of the Declaration on the Right to Development. High-level consultations were being undertaken with Heads of State or Government, heads of the multilateral financial institutions and other bodies and a report on the results of those consultations would be submitted to the Commission on Human Rights at its fifty-first session. The Subcommission on Prevention of Discrimination and Protection of Minorities also contributed to the understanding of the right to development and the committees established under the human rights treaties all dealt with aspects of the right to development. With respect to the reflection of the interdependent and interrelated concepts of the right to development at the national level, she said that the United Nations advisory services and technical cooperation programme in the field of human rights had an important role to play, at the request of States. Criteria could be developed that could be applied by needs assessment missions dispatched to identify areas where assistance focusing on the right to development and on economic, social and cultural rights might be needed. Training programmes at the national and local levels could be designed to raise awareness of the interdependent nature of human rights and social and economic development activities. Such programmes could be aimed at policy-makers, parliamentarians and others whose decisions affected human rights.

34. In conclusion, she said that the issue of discrimination, racism and xenophobia was dealt with under subprogramme 5, legislation and prevention of discrimination and research and standard setting. The change in the title of that programme by no means implied a change of emphasis, particularly now that

there was a new Special Rapporteur on racial discrimination who monitored the situation in different parts of the world.

35. Mrs. GOICOCHEA (Cuba) said that her delegation was not satisfied with the reply given by the representative of the Centre for Human Rights. The summing up of the Vienna Declaration and Programme of Action had been extremely selective. Revising subprogrammes in order to adapt them to the Centre's new secretariat structures was a violation of existing procedures which should be taken up by the Controller. The Committee was, in fact, faced with a situation in which, through a budgetary programme document, the Secretariat was trying to proceed with a decision before Member States had had an opportunity to express their views. In the context of the medium-term plan, many delegations could not accept a link between the subprogramme and secretariat structures. The programme should therefore be referred to the Third Committee for consideration, after which the Fifth Committee would be in a position to take action on the proposed revisions.

36. Mr. ELZIMAITY (Egypt) said that, given the importance of the statement made by the representative of the Centre for Human Rights, copies should be made available to the members of the Committee.

37. The CHAIRMAN said that he would request the Secretariat to proceed accordingly.

38. Mr. CHU Guangyou (China) said that the proposed revision to programme 35 did not reflect the spirit and essence of the Vienna Declaration. It was selective and arbitrary and failed to address the questions of concern to developing countries. He supported the suggestions made by the delegations of Cameroon, Cuba, India and the Islamic Republic of Iran, in particular the Indian delegation's proposal that a subprogramme on the right to development should be included.

39. The CHAIRMAN suggested that the issues just raised could be discussed during informal consultations.

40. Mrs. GOICOCHEA (Cuba) agreed, but said that she wished nevertheless to request a formal meeting of the Committee to receive a reply from the Secretariat as to the reasons for effecting programme revisions to suit new secretariat structures without a decision by the General Assembly. In the view of her delegation, the matter should first be considered by the Third Committee; only then could the Fifth Committee consider it.

41. Mr. BERTUCCI (Director, Division of Public Administration and Development Management), commenting on programme 21, public administration and finance, said that, pursuant to General Assembly resolution 48/228 A, the Secretariat had reformulated the activities under sections 9 and 10 of the proposed programme budget for the biennium 1994-1995. He hoped that the new narrative, which was contained in document A/C.5/49/30, would be acceptable to the Committee.

42. Mrs. GOICOCHEA (Cuba) said that the recommendations of the Eleventh Meeting of Experts on the United Nations Programme in Public Administration and Finance (E/1994/56) should be considered by the Second Committee so that the Fifth Committee could take action on them during its consideration of the programme budget for the biennium 1996-1997.

43. Mr. KINNIBURGH (Office of the Under-Secretary-General for Economic and Social Information and Policy Analysis) said that, in accordance with General Assembly resolution 48/168, the Department of Economic and Social Information and Policy Analysis, in collaboration with the United Nations Conference on Trade and Development (UNCTAD), had continued to monitor the effects of economic coercive measures against Member States, although that monitoring had not been fully reflected in the proposed revisions to the medium-term plan.

44. Mrs. GOICOCHEA (Cuba) said that the revised programme budget did not reflect the fact that the Secretariat was monitoring such measures. The Secretariat should submit a specific proposal in informal consultations for the inclusion of those monitoring activities in the revised programme 12.

AGENDA ITEM 105: REVIEW OF THE EFFICIENCY OF THE ADMINISTRATIVE AND FINANCIAL FUNCTIONING OF THE UNITED NATIONS (continued) (A/49/16 (Parts I and II); A/49/34, A/49/98 and Corr.1 and Add.1 and 2, A/49/310, A/49/336, A/49/418, A/49/423, A/49/449, A/49/471 and Corr.1, A/49/560, A/49/564, A/49/632 and A/49/633; A/C.5/49/1 and A/C.5/49/28 and Add.1)

45. Mr. PASCHKE (Under-Secretary-General for Internal Oversight Services) said that a note of realism was needed to tone down the exaggerated expectations about the ability of the new Office of Internal Oversight Services to bring about dramatic changes overnight. As a new appointee, he first needed to gain insight into the intricacies of the four units which came within his purview before he could fulfil the oversight function that was expected of him. He brought to the Office relevant experience from previous service in the German Ministry of Foreign Affairs, including four years as Director-General for Personnel and Management, during which he had had to address the managerial aspects of the political changes which were taking place in Eastern Europe and elsewhere, while grappling with the revolution in information technology and severe budget constraints. The art of achieving more with less was thus not totally alien to him.

46. As for his basic philosophy as a manager, experience had taught him that results were better achieved through dialogue and quiet reasoning in an atmosphere of mutual trust. He saw himself as an adviser to the Secretary-General and senior officials and as a counsel to managers and to the Organization as a whole. His objectives were to assist the Secretary-General in changing the management culture of the United Nations, to promote the concept of value for money, and to apply the principles of responsibility and accountability in the Organization's everyday practice. His Office would cooperate closely with the Department of Administration and Management in the management of the reform projects currently under way.

47. With regard to audits, he proposed to strengthen cooperation between his Office, the Board of Auditors and the Joint Inspection Unit. A central objective would be to ensure compliance by the Secretariat with General Assembly resolutions and other intergovernmental decisions and established rules and regulations. He planned to increase the use of management audits, which were concerned not only with issues of control but also with determining the best and least costly ways of achieving the mandates and goals of the Organization. Referring to the installation of automatic gates at Headquarters, which had involved a significant disbursement of funds, he said he would shortly be receiving an audit report on the decision not to activate the system.

48. One of his priorities as a manager would be to ensure the implementation of his Office's recommendations by departments and offices. His Office should not, however, be merely critical of management performance, but should offer technical and managerial advice and assistance to managers in implementing its recommendations, particularly where managers lacked the required expertise and requested its help.

49. With respect to the monitoring functions of his Office, the primary responsibility for programme implementation lay with programme managers. The role of the Office was to ensure that adequate systems for monitoring were in place in each department and office. The merger of the performance monitoring and self-evaluation systems proposed in document A/49/99 would be one of the means by which he hoped to encourage greater concern by managers throughout the Organization about the results of their activities and the problems of reaching and assisting the end-users of those activities. As for the biennial report on the programme performance of the Organization (A/49/135), he noted that CPC had expressed its satisfaction with the improvements made in the reporting and he hoped that, after further improvements, the report would become a focus of constructive dialogue between the Secretariat and Member States on the overall managerial performance of the Organization.

50. Ad hoc inspections of programmes and organizational units would be conducted whenever and wherever necessary. To date, five inspections had been conducted, covering the Economic and Social Commission for Western Asia, the Economic Commission for Africa, the Centre for Human Rights, the Economic Commission for Europe and the language training activities at Headquarters.

51. Turning to programme evaluation, he noted that the schedule of in-depth evaluations recommended by CPC emphasized peace-keeping operations. He believed that the emphasis was appropriate and he had no difficulty with the schedule set out for the Central Evaluation Unit. Reviews of implementation three years after CPC and the General Assembly had adopted decisions on in-depth evaluations would continue to be provided and his annual report would include information on the implementation of evaluation recommendations.

52. Referring to the recent establishment of a new unit with an investigative function, he said that it had been necessitated by the scale of the new peace-keeping operations and the attendant exposure of the Organization's assets to loss and waste.

53. The Criminal Investigation Department of the London Metropolitan Police (Scotland Yard) was assisting the Office in endeavouring to recover nearly $4 million in cash which had been stolen from the United Nations Operation in Somalia (UNOSOM) a few months earlier. Unfortunately, the recommendation for changes in cash management policy that had been made prior to the theft had not been followed. The Office was keeping a close watch on UNOSOM, which still required large, regular infusions of cash. He would provide the Secretary-General with a detailed report on the matter when the investigation had been completed and would then discuss with him the transmission of all pertinent information to Member States. While the confidentiality of some of the information which would be contained in the report to the Secretary-General must be respected, he assured the Committee that Member States would be informed of the measures which had been taken with regard to those held responsible and the steps taken to avoid the recurrence of such thefts in the future.

54. As part of his Office's investigative function, procedures were in place to protect the confidentiality of information received. While information provided anonymously would be accepted, anonymous reporting would not be encouraged. The most important way for staff members to voice complaints and make suggestions must be through their immediate supervisors.

55. He would shortly be working on the medium-term plan for the Office and on programme budget proposals. Those management tools had been developed under the guidance of the Fifth Committee, CPC and ACABQ, and he would use them to the fullest extent possible in presenting his proposals pursuant to the request in General Assembly resolution 48/219 B for details on the manner in which the resolution was to be implemented.

56. Lastly, he was encouraged by those delegations which had indicated that they would give favourable consideration to measures to enhance and strengthen the Office of Internal Oversight Services.

57. Mr. CONNOR (Under-Secretary-General for Administration and Management) said that he had been gratified that the reactions of the Committee to the positions, actions and proposals of the Department of Administration and Management had been so supportive and positive. The basic features of the new transparent and effective system of accountability and responsibility would be in place by 1 January 1995. Some elements were already in place and the Department was fine-tuning them and developing others, and would integrate all the elements into a coherent, interactive system. The programme budget outline for the biennium 1996-1997 would show clearer lines of responsibility for programme implementation, and the activities to be carried out in the course of programme implementation would be more clearly defined. He emphasized that the effectiveness of the system would depend to a great extent on the clarity of the Organization's objectives, regulations and rules. A clear mission statement was needed, and legislative instruments should be simplified and clarified. That would enhance the capacity of managers and allow them to utilize their resources, particularly their human and financial resources, flexibly.

58. Referring to questions raised in the Committee regarding procurement procedures, he said that an expert group had already started work on a review of those procedures and had visited the United Nations Protection Force (UNPROFOR) and the United Nations Assistance Mission for Rwanda (UNAMIR) to study procurement in the field for peace-keeping and other operations. The group was expected to make specific recommendations regarding policies, procedures, regulations and rules that would lead to the establishment of an efficient and responsive procurement process and to comment on the capability of staff.

59. A significant element in the development of the system of accountability and responsibility would be the promotion of a new management culture for the United Nations in which managers with the appropriate authority and flexibility would be able to take the initiative and introduce innovations. They would then have an incentive to achieve economies in the implementation of their work programmes and utilize the resources thus released in other priority areas for which they had programme responsibility.

60. With regard to the question raised by the representative of Madagascar concerning the United Nations Access Control System (UNACS), he emphasized that the decision not to implement the system had been the result of careful consideration of the associated variables and a determination that the system, as designed, would not meet the security concerns of the United Nations. It had been deemed preferable to cut the Organization's losses. The request for an inspection and audit of the system had been made in order to determine exactly what had gone wrong, what, if anything, could be salvaged, and how that such losses could be prevented in the future. The situation represented a failure of the system to pinpoint responsibility.

61. He had been gratified that, by and large, delegations had felt that the restructuring of the Secretariat was going in the right direction. The reform of the Secretariat was ongoing, and the new structure provided a more effective framework for meeting the objectives and priorities of Member States. The Department of Administration and Management recognized that much remained to be done and, with the guidance of Member States, it would focus on making the structure even more effective and efficient.

62. In the political and humanitarian sector, the focus of restructuring had been to consolidate, streamline and enhance capacity. The decision of the Secretary-General to transfer the Electoral Assistance Division to the Department of Peace-keeping Operations had been based on the operational decision to focus responsibility and accountability for consolidating field mission activities in one department. No other purpose had been intended. The monitoring of elections had increasingly become a component of peace-keeping or other field missions directed and/or supported by the Department of Peace-keeping Operations. Furthermore, the recruitment, deployment and administration of electoral observers, as well as their logistical and technical support, were already being carried out by that Department.

63. In response to a question put by the representative of Kenya as to whether consideration was being given to subsidizing the expenses of developing

countries to enable them to second officers to the United Nations, he said that the matter was under review. It was a very serious issue in terms of the determination by Member States of priorities and, most important, resource allocation. In resolution 48/226 C, the Secretary-General had been requested to submit a report on the various aspects related to the secondment to the Department of Peace-keeping Operations at no cost to the United Nations, of military and civilian personnel by a number of Member States; that report would address the question of providing reimbursement of expenses to those personnel. In the opinion of the Department of Administration and Management, the Department of Peace-keeping Operations and other Headquarters departments, over 600 posts were necessary in order to provide proper back-stopping for peace-keeping operations, yet only slightly over 400 posts had been provided under the support account for peace-keeping operations. Half of the short-fall was provided by personnel "loaned" by Governments; the Organization could not manage without them, but, at the current time, simply could not pay for them.

64. Turning to the restructuring of the economic and social sectors of the Secretariat, he pointed out that, since some of the Organization's structures were organized along functional lines, others along thematic lines and still others along geographical lines, it was extremely difficult to establish a clear-cut distribution of responsibilities. In addition to improving the division of labour in the economic and social sectors, the promotion of greater synergy between functions and activities was a major objective of the restructuring initiative. Measures were being taken to establish or reinforce internal coordination mechanisms. For example, the Administrator of the United Nations Development Programme (UNDP) had been asked to assist the Secretary-General in ensuring policy coherence and enhancing coordination.

65. With regard to the budgetary aspects of restructuring in the economic and social sectors, he said that, while it was difficult to quantify the specific economies achieved, he could confirm that the restructuring and streamlining exercise had allowed the Secretary-General to provide for major new mandated activities, mainly within existing resources, including Secretariat capacity for the follow-up to the United Nations Conference on Environment and Development and for preparations for major forthcoming conferences. The secretariat of the Commission on Sustainable Development had been institutionalized as a Division within the Department of Policy Coordination and Sustainable Development; after only two years, he could report that the work of that Division was on track and proceeding apace.

66. It was fully expected that progress in the elaboration of an agenda for development would make a major contribution towards the unity of purpose needed to guide the work of the Organization in the economic and social sectors. Consideration of the Secretary-General's proposals relating to further work on an action-oriented, comprehensive agenda for development should provide clear mandates and policy guidance from Member States. The recommendations of the United Nations Conference on Environment and Development were still being translated into programmes, which would continue to have implications for a number of United Nations entities, particularly for the strengthening of the United Nations presence in Nairobi. The identification of further activities

that would benefit from being located in Vienna was under active consideration by the Secretariat.

67. In reply to the request by the representative of Austria for information regarding the availability and cost of office space at the main duty stations and projections concerning future developments, he said that facilities management was a priority subprogramme of the medium-term plan. The report of the Secretary-General on facilities management (A/45/796 and Add.1) was being updated to reflect the current situation of the Organization in that regard.

68. In conclusion, he said that if intergovernmental bodies devoted themselves to the provision of mandates and overall policy guidance and the Secretariat concentrated on the execution of legislative mandates and the management of programme implementation, it should be possible to meet the challenge of improving the efficiency of the administrative and financial functioning of the United Nations.

69. Mr. Barimani (Islamic Republic of Iran), Vice-Chairman, took the Chair.

70. Mrs. GOICOCHEA (Cuba), referring to the statement by the Under-Secretary-General for Internal Oversight Services, asked what proposals would be submitted pursuant to paragraph 11 of General Assembly resolution 48/218 B.

71. With regard to the statement by the Under-Secretary-General for Administration and Management, she said she would appreciate additional information - which could be provided at an informal meeting - concerning changes introduced by the Secretariat to enhance the efficiency of the services provided to Member States and the impact of those changes on the finances of the United Nations. She had taken note of his statement that the transfer of the Electoral Assistance Division to the Department of Peace-keeping Operations had been based on operational requirements, and had not been the result of a policy decision. It was, however, regrettable that the Secretary-General had not taken into account the serious reservations of Member States regarding that transfer. Her delegation would have further comments to make on the matter in informal consultations.

72. The decision by the Secretary-General to allocate certain coordination functions to the Administrator of UNDP appeared to have been taken without regard to the spirit of General Assembly resolution 47/212. The Department for Policy Coordination and Sustainable Development had an important role to play with respect to coordination. That matter also should be discussed thoroughly in informal consultations.

73. In conclusion, she said that the transfer of the Electoral Assistance Division, the shift of coordination functions to UNDP and possible problems relating to structural changes in the garage administration should be studied by the Office for Internal Oversight Services.

74. The CHAIRMAN said that the additional information requested by the representative of Cuba would be supplied in informal consultations.

The meeting rose at 1.10 p.m.